

Competency Assessment Questionnaire (Part 2)

Strategic Competencies (competencies needed to be successful in any position in a state organization)

Accountabilityⁱ – Holds self and others accountable for measurable high-quality, timely, and cost-effective results by applying technical knowledge, analyzing problems, and calculating risks.

*Instructions: Please check the **one** statement that best describes your **Accountability** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I monitor progress of work plans.
	I outline goals and assess progress towards goal achievement.
	I accept responsibility when missed deadlines affect major project outcome.
	I take action with employees not meeting performance standards.
	I define roles and responsibilities to ensure agency goals are met.

Conflict Management – Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

*Instructions: Please check the **one** statement that best describes your **Conflict Management** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I take action to address concerns. (Example: addressing employee concerns by providing accurate information to reduce conflict or concern within workplace.)
	I implement changes to ensure work environment is fair and equitable based on employee concerns. (Examples: ensuring employees receive mediation to resolve issues affecting the workgroup; resolving issues by meeting one-on-one with team member.)
	I take action to address behavior issues to ensure employees treat each other with respect. (Examples: meeting with employees and addressing concerns regarding critical issues in an open and honest manner; managing conflict among team members by utilizing mediation techniques.)
	I recognize conflict and take steps to address issues by meeting with the involved parties. (Example: mitigating staff concerns regarding agency-wide issues by investigating allegations and taking appropriate action.)
	I resolve conflicts arising at the agency level due to competing objectives, limited resources, or differing perspectives. (Example: leading managers through consensus process on agency's response to controversial issues.)

Continual Learning – Assesses and recognizes own strengths and weaknesses; pursues self-development.

*Instructions: Please check the **one** statement that best describes your **Continual Learning** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I recognize opportunities for self-development.
	I solicit feedback to continually improve the quality of my own work.
	I recognize areas needing improvement and I take training to increase skills.
	I arrange and complete assignments that meet my own development goals and align with organizational strategies.
	I apply what is learned in training to produce a positive impact for the agency.

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Creativity and Innovation - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

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✓	Behavioral Description
	I recognize creativity in others in the work unit. (<u>Example</u> : considering innovative ideas generated by others.)
	I work with coworkers to coordinate a project using a creative process. (<u>Examples</u> : creating a new quality control system to monitor work unit processes; using cutting-edge ideas to develop business unit services.)
	I reevaluate current procedures and suggest improvements to ensure an effective, streamlined process. (<u>Examples</u> : creating a system to redistribute work across units during unexpected situations; soliciting feedback from team members in the creation of new agency initiatives and services; deviating from traditional methods in developing new procedures.)
	I create new methods for planning, designing, and carrying out program objectives. (<u>Examples</u> : organizing and leading a cross-divisional work group in developing solutions to address problems; creating new work units to streamline functions based on work flow analysis.)
	I devise new methods, procedures, and approaches having agency-wide impact. (<u>Examples</u> : developing a new performance management system aligned with agency vision to measure staff performance; developing, introducing, defending, and gaining support for a new approach impacting the budget process agency-wide.)

Customer Serviceⁱⁱ – Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

*Instructions: Please check the **one** statement that best describes your **Customer Service** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I address customer questions in a timely manner. (<u>Example</u> : updating agency website to reflect changes to services.)
	I ensure products and services comply with customer requirements. (<u>Examples</u> : developing guides and user manuals for customers; streamlining procedures based on customer feedback.)
	I design and implement guidelines to improve products and services. (<u>Examples</u> : developing customer satisfaction surveys, analyzing results, and making necessary improvements; addressing customer service deficiencies by involving employees to identify solutions.)
	I anticipate growing customer needs and expectations to continuously improve product development and service delivery. (<u>Example</u> : creating a work group consisting of stakeholders and neutral parties to develop solutions to customer service barriers.)
	I develop innovative customer service initiatives that significantly improve quality and enhance customer satisfaction. (<u>Example</u> : implementing organization-wide customer service initiative to raise employee skill levels to improve customer service.)

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Decisiveness – Makes well informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

*Instructions: Please check the **one** statement that best describes your **Decisiveness** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I determine the appropriate individuals needed for a decision making process. (<u>Example</u> : developing a meeting agenda and determining topics for group decision making.)
	I make sound and timely decisions for a project, team, or work unit. (<u>Example</u> : seeking out best practices to make decisions.)
	I evaluate alternatives and make sound and timely decisions when multiple courses of action are possible. (<u>Examples</u> : deciding to redesign current performance appraisal system to better meet organizational needs; deciding to solve controversial workplace issue by establishing an employee task force.)
	I make timely decisions using available information. (<u>Example</u> : changing course of action despite public support when new information indicates previous strategy would not succeed.)
	I use limited information to solve a variety of complex problems during a crisis situation. (<u>Examples</u> : terminating or deciding not to renew a contract due to lack of timeliness, quality, cost increases; approving exceptions to established policies.)

Flexibility – Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

*Instructions: Please check the **one** statement that best describes your **Flexibility** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I adjust my assignments based on feedback and work load priorities.
	I adjust action plans based on feedback from staff and stakeholders. (<u>Example</u> : using staff feedback to streamline processes in order to meet deadlines.)
	I realign resources to meet changing customer needs. (<u>Example</u> : taking employee feedback into consideration while implementing a change initiative.)
	I adjust priorities quickly as situations change.
	I prioritize, consider alternatives, and respond quickly and effectively to unexpected and rapidly changing conditions.

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Influencing/Negotiating – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

*Instructions: Please check the **one** statement that best describes your **Influencing/Negotiating** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I persuade others. (Examples: justifying request for internal resources to accomplish goals; recommending an employee seek professional assistance for personal issues affecting work performance; explaining to others the importance of their involvement on high stakes projects.)
	I develop networks and coalitions. (Example: meeting with team leaders to gain buy-in for new direction of division.)
	I gain cooperation from others to obtain information and accomplish goals. (Examples: developing trust among various parties involved in a negotiation process; representing the organization in reaching agreements with other organizations and contractors.)
	I negotiate to find mutually acceptable solutions. (Example: negotiating with leaders for changes to reorganization design based on feedback from work unit members.)
	I build consensus through give and take.

Interpersonal Skillsⁱⁱⁱ – Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

*Instructions: Please check the **one** statement that best describes **Interpersonal Skills** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I interact with coworkers in a tactful manner.
	I show others empathy and respect.
	I make myself accessible to employees at all levels.
	I treat individuals from all levels of the agency with courtesy and sensitivity.
	I am consistently open and approachable when resolving highly sensitive and complex issues.

Oral Communication^{iv} – Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

*Instructions: Please check the **one** statement that best describes your **Oral Communication** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I express ideas and facts to individuals effectively. I listen and respond appropriately. (Example: updating supervisor on project status.)
	I express ideas and facts to individuals or groups effectively. I listen and respond appropriately. (Example: providing status updates to management team during quarterly division meeting.)
	I express ideas and facts. I listen to others and recognize potential miscommunications. (Example: conveying information clearly and concisely to ensure that the audience remains focused on agenda items.)
	I facilitate an open exchange of ideas. (Example: presenting, explaining, and defending agency positions to stakeholders.)
	I make clear and convincing presentations. (Example: presenting oral arguments in court or at administrative proceedings.)

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Problem Solving – Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

*Instructions: Please check the **one** statement that best describes your **Problem Solving** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I determine the cause of a problem and recommend corrective action. (Example: proposing solution to improve customer satisfaction.)
	I establish guidelines to clarify routine problems or controversial processes.
	I reconcile conflicting and/or incomplete information to develop solutions. (Example: applying appropriate methodology to discover or identify policy issues and resource concerns.)
	I synthesize information from internal and external sources to develop an action plan. (Example: conducting focus groups and forming work teams to develop solutions.)
	I develop, plan, and implement multi-tier solutions to complex or unprecedented problems. (Example: developing and implementing a remediation plan that restores stakeholder confidence in a critical agency program.)

Team Building – Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

*Instructions: Please check the **one** statement that best describes your **Team Building** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I suggest utilizing team building exercises to improve office dynamics.
	I encourage others to share skills and abilities within the work group to facilitate completion of challenging tasks.
	I have led a cross-functional team to create new systems or processes.
	I promote cohesiveness of a dysfunctional team by defining roles and responsibilities of each team member and establishing overall objectives.
	I have inspired an interagency team to accomplish long-term strategic goals.

Technical Credibility^v – Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

*Instructions: Please check the **one** statement that best describes your **Technical Credibility** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I interact with others to understand the technical aspects of job duties.
	I make technically sound recommendations to develop effective work products.
	I use technical expertise to identify and resolve conflicts between theories, procedures, requirements, regulations, and policies.
	I provide expertise in technical subject area to an organization or team.
	I use expert knowledge in subject matter area to develop new approaches to resolve technical problems.

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Technology Management – Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

*Instructions: Please check the **one** statement that best describes your **Technology Management** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I promote IT security by disseminating IT security information and reinforcing it.
	I adapt processes to keep pace with new technological developments.
	I use IT knowledge to streamline data collection processes and increase output.
	I improve the ability of my agency to gather and act on data from stakeholders by using online surveys and related IT tools.
	I identify IT system shortcomings, research options, and advocate a redesign and restructure of the process to implement a new system.

Written Communication^{vi} – Writes in a clear, concise, organized, and convincing manner for the intended audience.

*Instructions: Please check the **one** statement that best describes your **Written Communication** behavior. There is no right or wrong answer.*

✓	Behavioral Description
	I summarize recommendations made in an annual report or draft a checklist to track project status.
	I write daily briefs or guidelines to ensure employees are provided with updated information; or I develop press releases to ensure important issues are addressed.
	I write reports and position papers outlining various viewpoints on controversial subjects.
	I review technical reports, edit materials, and provide suggestions to improve clarity while ensuring documents are targeted to the intended audience.
	I write, review, and publish advanced research findings and guidelines to be made available to other groups and agencies.

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^{iv} This is also part of one of the core competencies (Communication) identified and uniformly applied across all state positions.

^v This is also one of the core competencies (Job Knowledge) identified and uniformly applied across all state positions.

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